



*ATTACHES*

21 November 1972

MEMORANDUM FOR DP  
AA  
DC

SUBJECT: Defense Attache System


1. The ongoing study on the Defense Attache System was recently explained to me at a DMIC briefing. While it appears to be a very worthwhile effort, it does not attack several things with respect to career patterns and incentives within the attache system that I would like to have addressed.
2. Specifically, I feel that we need more organization in our attache structure and operation so that career incentives for intelligence specialists will be enhanced and so that we can elevate the quality of the non-career intelligence officers in the attache system.
3. What I have in mind is:
  - a. An examination of the defense attache structure to see which billets, including defense attache billets, can appropriately be assigned to career intelligence officers. It is my feeling that not enough of the top attache billets are available to these officers. I would like it to be evident to a young career intelligence specialist who is interested in following the attache route that he can see a pattern which will take him up to the O6 level or higher in the attache chain, with commensurate responsibility.
  - b. With respect to the operational officers (non-career intelligence), I feel we can benefit by more organization in this area. I would like to establish a procedure whereby we can allocate and assign top quality operational officers who will during the course of their careers, up through O6, have one or at the most two tours in the attache system. Hopefully, these tours would enhance their promotion potential, after we get the proper emphasis on the intelligence field; at least, such tour or tours should not jeopardize their promotion potential to O6 and beyond. Through this medium, I would hope to get higher average quality operational officers in the attache system and also establish a higher percent promotion record for the purpose of incentive to others.

DIA review(s)  
completed.

4. In order to add impetus to my case when I lay it before the Secretary of Defense, I would like to have a portion of the study address the history of promotion within the Attache Corps, both specialist and non-specialist. For example, I am advised by LTG Walters that during the time he was Defense Attache in Paris, not one of the ten Army, Air Force or Marine Corps lieutenant colonels who worked for him were promoted to colonel, whereas he sincerely felt that at least half of them were fully deserving of promotion. At the time this information is derived for, say the past six years, I would like to have corresponding percentage promotion figures up to 05, 06 and 07 for Service-wide selection in each of the Services.

5. I would like to have DP take charge of the above study to include membership from AA, DC and each of the three Services. I would like to be advised of your outline for plan of attack by 15 December and have the final results available to me by 15 January.

cc:  
DD  
CS  
SC

  
V. P. de POIX  
Vice Admiral, USN  
Director

Approved For Release 2003/10/22 : CIA-RDP80R01731R001900100019-5

**OFFICE OF THE DIRECTOR**  
**DEFENSE INTELLIGENCE AGENCY**

21 Nov 72

MEMO FOR LTG Walters, DDCI, CIA Headquarters

For Your information.

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